

**THE INFLUENCE OF EMPLOYEE ENGAGEMENT, ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT ON**

ORGANIZATIONAL PERFORMANCE:

A STUDY OF ZAIN TELCO, SAUDI ARABIA

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MASTER OF HUMAN RESOURCE MANAGEMENT

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**A Project Paper Submitted to Graduate School of Business in Partial Fulfillment of the
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Universiti Utara Malaysia

BY

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ABSTRACT

This study conducted to find the relationship of the independent variables, which are employee engagement, organization citizenship behavior and organizational commitment with the dependent variable, which is the organizational performance in Saudi Arabia Telecommunication Company.

This study is limited to identifying some factors that may affect organizational performance. These include employee engagement, organizational citizenship behavior and organizational commitment. The setting for the study is a Telecommunication company in Saudi Arabia called Zain. The total populations for this company were approximately 2.200 employees including all levels. Out of this number, a total number of supervisors level are 110 employees. Otherwise, the researcher will limit the study for only supervisory level in this company; the primary objective of this study is to examine the relationships between employee engagement, organizational citizenship behavior and organizational commitment and organizational performance. This study is important for several reasons. Firstly, recognizing a positive relationship between, employee engagement, organizational citizenship behavior, organizational commitment and organizational performance; secondly, to clarify the problem and barriers encountered in the application of human resource programs in the a Telecommunication company in Saudi Arabia in the context to the case included in this study thirdly, to participate in and contribute to research, resulting in Knowledge increase, and lastly, to assist scholars and other researchers in the HRM field.

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CHAPTER 1

1.1 INTRODUCTION

Nowadays the management paradigms are becoming more human resources. Companies need their employees to contribute their creativity, ideas, and opinions to various issues to improve overall company performance. Employees may be instructed, even forced to do their job, nevertheless, no one can force another person to follow their dreams and passions in a normal work situation. Developing creative ideas and finding passion for one's work requires personal responsibility (Peters & Waterman, 1982). Covey (1997) explained that it is possible to purchase man power but it is not possible to purchase employees' hearts, minds, and souls. These days, the most significant resources of an organization are employees' intelligence and abilities (Marshall, 2000). In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization.

Employees play an important role in achieving organizational performance; therefore, analysis of their psychological characteristics and the impact of these on the organization are crucial. Organizational commitment, citizenship behavior and engagement in particular, have been a major field of study in recent years. So this study attempts to examine the influence of these three variables on the performance of Saudi Arabia Telecommunication Company.

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